King County	Department of Adult and Juvenile Detention All Divisions General Policy Manual
	Chapter 1 **Administration and Personnel Management**

1.03.062 - Performance Management System		Approved By:	Director Allen Nance
		Effective Date:	July 16, 2025
		Reviewed By:	PRC, HR, PAO
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Purpose
To establish clear guidelines for the regular review and appraisal of DAJD employee performance.

Policy
It is the policy of the Department of Adult and Juvenile Detention that all employees are given clear expectations and standards for performance, receive regular ongoing feedback on their performance, and receive appropriate development and/or performance goals for their specific job assignment.

References

County:	PER 18-10-1 (AEO) Implementation of the Employee Performance and Accountability System Executive Branch Performance Appraisal and Merit Pay System Guidelines
Other:	Applicable Collective Bargaining Agreements
Department Form:	Employee Appraisal Template (F-870)

Definitions
Supervisor: The person(s) assigned by the department to monitor and document the performance of an employee, also known as the "rater(s)."
Reviewer: The person who directly supervises the person assigned to monitor and document performance, e.g., a manager.

A. General Guidelines

1. Performance Appraisals
   a. Supervisors will be trained in completing and delivering performance appraisals as part of their onboarding and before they are required to complete an appraisal.
   b. For represented employees, supervisors shall complete the appropriate Performance Evaluation for the employee's position by the last day of each month, alphabetically by the first letter of the employee's last name on the following schedule:
      - A January
      - B February
      - CD March
      - EFG April

- HI May
- JKL June
- M July
- NOPQ August
- RS September
- TUV October
- W November
- XYZ December

c. For non-represented employees, supervisors shall complete the appropriate annual performance appraisal forms on the scheduled provided by the Human Resources Section, with submission generally required by the end of September.

d. Where a change occurs which impacts the employee's appraisal schedule, additional appraisals may be required to ensure that no more than fourteen (14) months occurs between appraisals.

e. Supervisors shall annually submit the performance appraisal for all department members they supervise in accordance with the schedule referenced above.

1) Newly hired or promoted probationary employees should be reviewed on the third (3rd), sixth (6th), ninth (9th) and eleventh (11th) months for employees on a twelve-month probation and on the third (3rd) and fifth (5th) months for employees on a six-month probation.

2) Additional appraisals should be performed in circumstances where the probationary period has been extended.

a) The period between the final probationary appraisal and the next appraisal shall not be less than two (2) months nor more than fourteen (14) months.

3) Newly hired or promoted employees in positions not subject to probation, e.g., appointed or TLT positions, should also receive appraisals on the six-month probation schedule and annually thereafter.

4) When an employee's work performance is overall unsatisfactory, the Supervisor shall continue to address performance concerns, both verbally and in writing, with the employee. The appraisal should include documentation of discussions and support that has already been provided.

2. Employee Transfers

a. When an employee transfers to another shift, unit or facility in the middle of an evaluation period, the previous Supervisor should provide the new Supervisor any information that should be included in the employee's next performance appraisal.

b. As a guideline, the employee's performance appraisal may be completed by the previous Supervisor if the employee had been in the previous unit or facility six (6) months or more during the employee's rating period.

3. Performance Appraisals, Requirement to Sign, Review, and Approve

a. Employees, Supervisors, and Reviewers shall sign the appraisal.

1) An employee's signature does not necessarily indicate agreement with the appraisal's content.

2) A Reviewer's signature indicates only that they have seen the appraisal after it was given.

b. All probationary appraisals, and/or any appraisal which receives an overall rating of Unsatisfactory or Needs Improvement shall also be reviewed by the Division Director/Facility Commander or designee via the chain of command.

c. The Division Director/Facility Commander or designee must approve the final

probationary appraisal.

4. Appeal of Performance Appraisals
   a. Represented employees may appeal the performance appraisal using the process outlined in their collective bargaining agreement, if addressed.
   b. Non-represented employees, or employees whose CBA does not address an appeal process, may appeal the performance appraisal using the process outlined in the King County Personnel Guidelines.
5. Retention
   a. The performance appraisal will remain in the employee's personnel file.
   b. The performance appraisal will be retained per department, County and state retention schedules unless otherwise superseded by state law.
6. Supervisor Training and Support
   a. Employees who are newly hired or promoted to supervisory positions should be provided training on the use and completion of the Performance Appraisal Program. Reviewers should ensure such training is completed, and coach Supervisors on the use of the Performance Appraisal Program. Supervisors shall also be evaluated on the quality of the performance appraisals they have completed.

B. **Responsibilities**

1. Employee Responsibilities
   a. The employee is encouraged to:
      1) Save work samples they would like to share with their supervisor during the review.
      2) Maintain an open line of communication with the Supervisor, and solicit feedback throughout the year, and actively participate in performance discussions.
      3) Include comments in their appraisal about what they will do to maintain or improve work performance, knowledge or note areas of disagreement with ratings.
         a) Comments do not constitute a formal appeal. Refer to section A.4 above.
   b. Supervisor Responsibilities
      1) Comply with the DAJD Performance Appraisals Policy and be familiar with the Performance Appraisal Program.
      2) Discuss and document performance with the employee in a timely manner throughout the year and maintain a supervisor working file (also known as a supervisor action log) for each individual supervised.
         a) The Supervisor should discuss specific performances with the employee in a timely manner. A record of these discussions should be kept in the supervisor's working files.
         b) Ensure the employee is not surprised by the contents of their annual appraisal.
         c) Document observations and discussions about work performance, whether meeting or not meeting performance expectations.
         d) Encourage the employee to provide pertinent performance documentation throughout the rating period.
         e) Work with the employee to identify specific ways the employee can develop or improve.
         f) Supervisor working files should be temporary in nature and reflective of

the rating period only, unless incorporated into other records, such as discipline or grievances.

3) Review their supervisor working file and consult with others for specific work performance documentation.
4) Evaluate the entire performance appraisal period, and only the performance appraisal period.
   a) Recent performance should be considered as a part of the overall performance for the review period, but should not be given greater weight because it is more recent. However, it is appropriate to note a performance trend in comments.
5) Do not include allegations of misconduct that are:
   a) Still being investigated.
   b) Unfounded.
   c) Exonerated.
   d) Not sustained or unsubstantiated.
   e) Undetermined.
   f) Reversed on appeal.
6) Closed and sustained cases of misconduct should be documented in the performance evaluation covering the period in which it was sustained.
7) Ensure the reviewer reviews the draft appraisal prior to sharing it with the employee.
8) Present the performance appraisal to the employee.
   a) The employee should be given time before the meeting to read the performance appraisal and prepare to discuss the contents with the Supervisor.
9) Discuss the performance appraisal with the employee.
10) Include and review goals that would improve the employee's performance or knowledge, including any required or recommended training, and/or goals related to work deliverables. Goals should be Specific, Measurable, Attainable, Relevant and Time-bound (SMART goals).
11) Progress toward goals set in the previous appraisal should also be noted.
12) Ensure that the appraisal is signed by the employee and themselves, and then forward the completed performance appraisal to the Reviewer for signature.
13) Submit the fully signed appraisal to the Human Resources Section following defined procedures.
14) Ensure the employee receives a copy of the appraisal.

c. Manager's/Reviewer's Responsibilities
   1) The Reviewer is responsible for reviewing each appraisal in order to provide coaching and evaluate the Supervisor, per A.6.a. above.
   2) The Reviewer should:
      a) Make a thorough effort to obtain uniformity in the application of standards by the raters/supervisors.
      b) Continually coach Supervisors in order to:
         1) Ensure any written comments or documentation related to the category elements are specific, substantial, and accurate.
         2) Ensure employee work is compared against performance standards and the job description for the position held by the employee.
         3) Ensure ratings are not influenced by the level of the position (e.g.,

employees are not to be rated "exceeds expectations" simply because they are occupying a high-level position or because they are performing a highly responsible job).

4) Ensure that education, experience, or other qualifications are not influencing the rating.
5) Ensure goals are as Specific, Measurable, Achievable, Relevant, and Time-bound (SMART), and consider development in the area of equity and social justice.

c) Discuss the performance appraisal with the rater/supervisor and/or the employee when requested or appropriate.
d) Act as the initial mediator of an employee's appraisal if appealed.
e) Secure corrective action when a bias or misinterpretation of rating standards is evident.